



## **UNITED STATES TRANSPORTATION COMMAND**

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**22 December 2014**

### **MEMORANDUM FOR USTRANSCOM COMPONENT COMMANDERS USTRANSCOM SUBORDINATE COMMANDER USTRANSCOM DIRECTORS**

**FROM: TCCC**

**SUBJECT: Commander's Guidance – Implementing the Command Strategy in 2015**

**1. In 2014, the USTRANSCOM team made steady progress toward the future state envisioned in the overarching Command Strategy, "Our Story 2013-2017." We worked together to prepare for future challenges by focusing on readiness, resources, and people. As in years past, 2015 will prove to be a dynamic and unpredictable global environment, and will likely present complex challenges unforeseen today. We, the USTRANSCOM team and our components, along with our commercial providers, will continue to overcome each new challenge to enable success for Combatant Commanders and others we support. By working together, USTRANSCOM will deliver the transportation and enabling capabilities that underpin our national security and make America the world's preeminent global power.**

**2. My top priority in 2015 continues to be preserving readiness in order to successfully perform the Command's Unified Command Plan-assigned responsibilities. All that we do must contribute to the Command's ability to support national security priorities. To focus our efforts and limited resources towards implementing "Our Story," USTRANSCOM and component leaders collaborated on a list of important actions for the Command to pursue in 2015. Each identified action supports, with equal priority, one or more of our Command Strategy Focus Areas and is captured in Attachment 1. Directors will develop Plans of Action and Milestones (POA&Ms) to accomplish these actions in accordance with the instructions in Attachment 2 and deliver their assigned POA&Ms to the USTRANSCOM Chief of Staff by 30 January 2015.**

**3. I am confident our Active and Reserve Soldiers, Sailors, Airmen, Marines, Coast Guardsmen, and civilian teammates are ready to build on past successes and reliably deploy, sustain, and redeploy our Nation's forces. In the year ahead, we will**

**continue to provide creative and sophisticated multimodal transportation and enabling solutions, using an enterprise readiness perspective, and measure those successes quarterly at the Transportation Oversight Council and Transportation Corporate Board. I ask you to dedicate your full energy to these key efforts that will ensure “Together, we deliver.”**

**Sincerely**

A handwritten signature in black ink, appearing to read 'P. Selva', with a stylized flourish at the end.

**PAUL J. SELVA  
General, USAF  
Commander**

**2 Attachments:**

- 1. Actions to Accomplish in 2015**
- 2. POA&M Development Instructions**

## **ATTACHMENT 1: Actions to Accomplish in 2015**

This attachment lists, with equal priority, the actions we will accomplish in 2015. The actions incorporate open CY14 Plans of Action and Milestones (POA&M), due-outs from 2014 Strategy Forum I, and new, agreed-upon POA&Ms from the 2014 Strategy Forum II. Similar actions were consolidated to ensure unity of effort and minimize duplication of effort. The lead directorate for each POA&M is responsible for refining the title, description, and assigning appropriate Offices of Coordinating Responsibility.

**1. Manage Defense Transportation System (DTS) workload to improve readiness.** Support USTRANSCOM Component readiness goals through allocation of cargo to maximize improvement of readiness goals. Include efforts to achieve additional Transportation Working Capital Fund (TWCF) revenue-generating workload and enforce DTS preference policies. Leverage daily operations, military exercises, and partner engagements to deliver superior transportation solutions to supported commanders while contributing to maximum future readiness. Use the Readiness Driven Allocation Board to support component organic and commercial readiness goals. Follow through on the Sealift and Civil Reserve Air Fleet II Study implementation efforts to ensure commercial readiness and surge capacity. (OPR: TCJ3)

**2. Mature readiness reporting for components, organic assets, and commercial lift availability to meet DOD surge requirements.** Develop a measurable definition of readiness and clarify mobility readiness objectives. Incorporate Component training and readiness requirements into USTRANSCOM's annual Joint Training Plan and advocate for increased CJCS and Service Exercise Program transportation workload. Continue to improve training, readiness, and C2 of joint enabling capabilities. Determine how to measure organic and commercial readiness lift availability and ensure adequate reporting of Component readiness trends. (OPR: TCJ3)

**3. Develop process enhancements to improve financial readiness.** Ensure administrative cost incurred to support service contracts (e.g., Defense Freight Transportation Services and Transportation Protective Services) is recovered appropriately. Determine if there is a suitable "readiness fee" associated with these services in addition to actual cost. (OPR: TCJ8)

**4. Develop transportation and distribution-related acquisition enhancements.** Balance best value contracting to optimize operational effectiveness for customers. (OPR 1: TCAQ; OPR 2: MSC)

**5. Revise relevant guidance to enable end-to-end processes.** Continue revising the DTR to support multimodal transportation solutions, as appropriate. Update DOD Directives and Instructions, as appropriate, to incorporate changes made since the date of publication. (OPR: TCJ5/J4)

**6. Develop an overarching USTRANSCOM international engagement strategy and supporting regional engagement strategies.** The engagement strategies will guide USTRANSCOM's efforts to build international partner relationships for enhanced global access. (OPR: TCJ5/J4)

**7. Identify and leverage systems and software to develop a Common Operational Picture or User-Defined Operational Picture that provides comprehensive visibility of USTRANSCOM operations.** Identify changing operational and Joint Information Environment requirements via recommendations to adapt C2 and IT portfolios, architecture, and infrastructure. (OPR: TCJ3)

**8. Adapt Enterprise IT infrastructure.** Develop a centralized IT architecture comprised of IT, data, and cyber elements. (OPR: TCJ6)

**9. Implement the Operational Blueprint directed by OPORD 13-027.** The plan will support cost-based, multimodal transportation solutions and contribute to distribution enterprise readiness. It will also generate strategic imperatives, lead Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy (DOTMLPF-P) assessments, validate requirements, propose solutions, and recommend IT budgets. Enhance force movement planning and execution monitoring. (OPR: TCJ3)

**10. Operationalize cyber security throughout USTRANSCOM and the Joint Deployment and Distribution Enterprise (JDDE).** The plan should reduce hostile actors' entry points into USTRANSCOM-managed C2 networks and create a defensive posture that allows us to see and defend against unauthorized access. Identify external and internal resource realignments necessary to generate the people, processes, training, facilities, and tools required to deliver a fully operational and capable Joint Cyber Center able to plan, integrate, synchronize, and direct cyberspace operations in support of USTRANSCOM missions – closing critical readiness gaps. (OPR: TCJ3)

**11. Increase the efficiency of DTS operations.** Institutionalize appropriate cost-management initiatives across USTRANSCOM and its components. Manage operational performance through the development of actionable metrics to drive decision-making. (OPR: TCJ3)

**12. Integrate Knowledge Management practices into decision processes.** Effectively share information and improve decision support and information management to further enhance the efficiency of staff operations. Enhance planning and operations by incorporating and implementing Knowledge Management best practices across the command. (OPR: TCCS-KM)

**13. Refine global sustainment planning.** Further develop sustainment distribution planning capabilities and enduring roles and responsibilities to sustain CONUS-based forces, forward deployed forces, and supported contingency operations. Develop and publish a global sustainment distribution plan that integrates enterprise considerations of mission and fiscal priorities; sustains planning for future operations conducted in the Fusion Center operations process; and enables optimized sustainment distribution planning execution. (OPR: TCJ5/J4, TCJ3 co-lead)

**14. Develop a plan to recapitalize the sealift fleet.** Coordinate the development of POM 17-21 for recapitalization of the Organic Surge Sealift Fleet (MARAD Ready Reserve Force and MSC Surge Fleet). Develop a plan, advance the concept, and build institutional support for the

recapitalization of the fleet that provides a multi-prong approach to efficiently and economically recapitalize the fleet over the Future Years Defense Programs (FYDP) and beyond. (OPR: TCERC)

**15. Expand USTRANSCOM's Human Capital Board process to "build the bench."**

Human Capital Board processes should include enhancing key workforce knowledge and skills, career broadening, cross training and enhancing other human capital opportunities. Implement programs to enhance key workforce knowledge and skills critical for future performance. Centrally manage USTRANSCOM individual training and education in TCJ1, except for functionally-unique training. Create an Individual Development Plan (IDP) for all personnel that receives, quickly builds, qualifies, and sustains individual skills to support execution of USTRANSCOM operations. (OPR: TCJ1)

**16. Develop improved ways of communicating with the workforce.** Consistently evaluate communication methods and implement revised or new communication processes to improve interactions, understanding, and information sharing within the USTRANSCOM workforce. Increase leader engagement with staff to foster a culture that supports trust, collaboration, innovation, and empowerment with dignity and respect. (OPR: TCCS)

**17. Continue holding ourselves to high ethical standards.** Remain mindful of the consequences of our actions, and continue to increase ethical awareness throughout USTRANSCOM. Complete and implement a comprehensive Command Standards of Conduct program, to include a self-inspection checklist administered at least annually. Continue in-person ethics briefings for support staff (to include protocol and travel planning staff, executive officers, and aides). Enhance recently created TCJA SharePoint Standards of Conduct Resource Center with new and updated ethics materials. (OPR: TCJA)

**18. Strengthen our acquisition activities and prevent contracting with the enemy.** Build on efforts to understand the whole of USTRANSCOM's commercial partner network. Aid our commercial partners in evaluating their foreign subcontractors to ensure illicit entities do not benefit from, or are able to exploit, USTRANSCOM contracts. Seek whole-of-government action against identified threats. Codify processes and best practices to institutionalize Foreign Entity Vetting as a TRANS-LOG Enterprise capability. (OPR: TCJ2)

## **ATTACHMENT 2: Instructions for Developing Plans of Action and Milestones (POA&Ms)**

**Intent:** POA&Ms must describe activities and initiatives that make substantial progress toward achieving the stated actions within calendar year 2015. While many efforts may require more than one year to achieve all end state objectives, the goal is to close every POA&M at the end of the year, and then re-evaluate efforts, revise objectives, and publish new POA&Ms for the next year to sustain progress toward desired end states.

**Development:** A standard format for each POA&M facilitates oversight by the Transportation Oversight Council (TOC) and the Transportation Oversight Board (TCB). At a minimum, POA&Ms will include:

1. Task title
2. Summarized description of desired CY15 end state and key objectives or outputs
3. Focus areas supported by POA&M (e.g., 1, 2 & 3, etc.)
4. Responsible Directorate (OPR)
5. Action officer(s) name(s), phone number(s), E-mail(s)
6. OCRs
7. Milestone activities with estimated completion grouped by quarter (e.g., Jan-Mar, Apr-Jun, etc.)

**Management:** The responsible Director must understand the status of actions, including any issues with meeting milestones, and be prepared to discuss status at the TOC and TCB. Below are the POA&M responsibilities:

POA&M OPR	TCCS	TCJ5/J4
• Provide POA&Ms to the TCCS by 30 Jan 15	• Review and ensure each POA&M fully addresses the objective and approve NLT 13 Feb 15	• Act as POA&M secretariat and maintain repository of approved POA&Ms
• Revise POA&Ms as new information is available and submit revised POA&Ms to TCCS		• Collect POA&M status from OPRs for discussion at TOC and TCB at the beginning of each calendar quarter